

**GENERAL COMMENT : calling certain items « plans » and other items « strategies » is confusing. Is there really any difference between a plan and a strategy ? Suggestion being consistent and calling all the below parts of the PMP « strategies ». For example, we have an acquisition strategy, a risk analysis, an SOH plan, a communications strategy in some places and a « plan » in others – be consistent and call them all either strategies (our preference) or plans (again, plans conjure up thoughts of separate documents which take time and effort to create).**  
**Response : BP Edit Team will review and revise as necessary. We have identified all plans as part of the PMP.**

### Scope

This reference document describes the minimum, required Response: accepted content of the Project Management Plan (PMP)/Program Management Plan (PgMP). Some elements of the PMP may be duplicated from project to project, especially for similar or small projects. The Response: accepted PgMP may contain the elements common to all projects within a program and the individual PMPs could-will Response: prefer original wording then refer to the PgMP for those elements. This document also provides the level of detail requirements for loading and maintaining data in P2 for current and future years projects and programs. The level of detail required is based on the size, complexity, and availability of information of the individual project. The data is used in analyses of workload and resource requirements by PM's, PgM's, Resource Providers, MSC's, and HQUSACE. It is also used in manpower requirements development.

### Distribution

Project Delivery Team (PDT)

Project Manager (PM)

Program Manager (PgM)

Resource Provider(s)

### Ownership

The BP/P2 Configuration Manager is responsible for ensuring that this document is necessary and that it reflects actual practice.

## PMP/PgMP Minimum Content

This reference defines the minimum requirements for Project/Program Management Plans (PMP's/PgMP's). The PMP/PgMP is required to provide the framework so that all team members can work together efficiently. The PMP/PgMP communicates critical project/program information to all interested parties. The PMP/PgMP serves as ~~a~~the Response: accepted planning, communications, and quality management tool for the project. It encompasses all aspects, phases, and resources for the lifecycle of a project. The document records ~~buy-in~~concurrence Response: see reworded master document by the PDT. The following items comprise the minimum required content for a Response: rejected – see first sentence Response: Accepted PMP/PgMP:

a. Scope, based on customer need (project definition, objective, identification of customer(s) and stakeholder(s), description of services to be provided, key products, authority, location, unique customer requirements/concerns stored within P2 as notebook items or other features, etc.). Refer to Customer Scope and Requirements Definition – PROC2010[PROC2010].

b. Team Identification; refer to Team Establishment – PROC2020[PROC2020].

c. Critical Assumptions and Constraints. Critical assumptions are considered to be true at the time the PMP/PgMP is written/updated and if changed, could cause major impact to the project. Constraints are items that constrain the PDT's options. Response: accepted

~~e~~d. Funding (sources, available budget, customer requirements for requesting/receiving funds and reporting of expenditures, resource estimates). Refer to Resource Estimate Development – PROC2040[PROC2040]

~~de~~. Schedule (NAS Schedule in P3e, continuously maintained to show actual completion status and show how schedule will be progressed). Refer to Activity/Schedule Development – PROC2030[PROC2030] and Project Execution and Control – PROC3000[PROC3000].

~~ef~~. Work Breakdown Structure (WBS). Specifies the task and subtask necessary to fulfill the objectives of the project. Activity/Schedule Development – PROC2030[PROC2030] Response: accepted

~~fg~~. Project Quality Control Plan and Objectives (customer expectations, applicable Quality Management Plans, criteria and regulations) Refer to Quality Management Plan – REF8008[REF8008].

~~gh~~. Acquisition Strategy. Refer to Project Delivery Acquisition Strategy – PROC2050[PROC2050].

~~hi~~. Risk Analysis. Refer to Risk Management Plan – REF8007[REF8007].

~~ij~~. SOH hazard analysis and monitoring. Refer to Safety and Occupational Health Plan – REF8016[REF8016]

[jk](#). *Change Management Plan – REF8009[REF8009]* (Schedule/cost risk analysis, how cost growth and other changes to the plan will be approved, what changes require customer re-approval). Refer to *Change Management – PROC3010[PROC3010]*.

[jl](#). Communications Strategy (how the team will communicate with the customer(s) and each other, customer's requirements for status reporting). Refer to *Communications Plan – REF8006[REF8006]*.

[km](#). Closeout Plan. Refer to *Activity/Project/Program Closeout – PROC4000[PROC4000]*.

[ln](#). Approvals. Refer to *PMP/PgMP Approval – PROC2070[PROC2070]*. Page includes signatures of the PM and the customer(s) and may be electronic.

Prior to the final approval identified in [ln Response: accepted](#), above, this draft PMP will be identified as a “What If” version in P3e.

## **PMP/PgMP Minimum Level of Detail**

### **Project or program representing a block of unknown program-level work**

This includes, but is not limited to, Congressional Adds (CW or MILCON programs) for CFY+1 thru CFY+5, Support Services budgets for CFY+1 thru CFY+5, military reimbursable for CFY thru CFY+5, and Environmental for CFY+1 thru CFY+5. The PMP/PgMP for this level of work will only address the content items a thru e and g above.

The *Customer Scope and Requirements Definition – PROC2010[PROC2010]* will be an effort dealing with very general information based on experience for programmatic level projects and information from existing customers for future projects with incomplete scopes. It can also include a group of services provided by a support organization.

The PDT/PgDT for future projects/programs will consist typically of Division Chiefs and Program/Project Managers.

Activity Development can be as simple as a single activity representing a given fiscal year for a specific program, but may be more detailed if that information is available.

Resource Estimate Development for projects/programs at a high level will be at the Division level (Construction, Engineering, Planning, Real Estate, PPMD, etc.) for the entire timeframe. Again, if greater detail is available, it should be used.

The acquisition strategy represents the best estimate on method of accomplishment, whether it be in-house, A-E, construction, etc. This information will be used to develop the future need for task/delivery order type contracts including: A-E IDIQ contracts, Construction IDIQ contracts, MATOC, POCA, or other multi- task/delivery order type contracts representing contract capacity.

### **Projects with activities beyond the CFY**

This includes, but is not limited to, existing CW, MIL, and Environmental projects with phases extending beyond CFY.

Funding for accomplishing PMP development will primarily come from Project funds. The Customer Scope and Requirements Definition will be developed based on customers' desires as currently known.

The PDT members will consist of personnel as function requirement merits.

Minimum specific activities will be developed for products through current phase or CFY+2 whichever timeframe is longer, and at parent WBS level beyond that point. Specific military projects will be scheduled thru completion. Activity templates should be used to the maximum extent practical.

Resource Estimate Development will at a minimum be to the lowest organizational level for current phase or to CFY+2 (whichever timeframe is longer), Technical Division level beyond that point. If greater detail is available, it should be used.

Project Delivery Acquisition Strategy: Task/delivery Orders and specific contract types with dates and costs required for accomplishing activities.

### **Projects intended to expend CFY funds which cannot be immediately started**

This includes projects with unsigned agreements, no authority or guidance to use existing funds, or does have agreement/authority but funds have not been appropriated/received.

Funding for accomplishing PMP development will come from project funds (earlier phase), .

The Customer Scope and Requirements Definition – PROC2010/PROC2010/ will be developed based on specific customers' defined requirements for specific function level products.

The PDT members will consist of personnel as function requirement merits.

Minimum specific activities will be developed for products through current phase or CFY+2 (whichever timeframe is longer), and in FY time blocks beyond that point. Specific military projects will be scheduled thru completion. Activity templates should be used to the maximum extent practical.

Resource Estimate Development will at a minimum be to the lowest organizational level for current phase or to CFY+2 (whichever timeframe is longer), Technical Division level beyond that point. If greater detail is available, it should be used.

Project Delivery Acquisition Strategy: Task/delivery Orders and specific contract types with dates and costs required for accomplishing activities.

### **Active projects**

This will include ~~programs or projects~~ or programs with ~~signed-approved agreements~~ PMPs/PgMPs (~~where signed if~~ applicable per local SOP), authority and guidance to use existing funds, and funds have been approved and are available. Response: prefer original wording

Funding for accomplishing PMP development will come from project ~~F~~unds Response: accepted

The Customer Scope and Requirements Definition will be developed based on specific customers' defined requirements for specific function level products.

The PDT members will consist of personnel as function requirement merits.

Minimum specific activities will be developed for products through current phase or CFY+2 (whichever timeframe is longer), and in FY time blocks beyond that point. Specific military projects will be scheduled thru completion. Activity templates should be used to the maximum extent practical.

Resource Estimate Development will at a minimum be to the lowest organizational level for current phase or to CFY+2 (whichever timeframe is longer), Technical Division level beyond that point. If greater detail is available, it should be used.

Project Delivery Acquisition Strategy: Task/delivery Orders and specific contract types with dates and costs required for accomplishing activities.